

**ADDENDUM TO
Colorado College
Annual Planning and Evaluation
Guidelines**

Page 1 – Colorado College Core Values

Following are suggestions/samples of specific behaviors which may serve to demonstrate an employee's commitment to the core values of the institution:

Honor the life of the mind as the central focus of our common endeavor

- Actively participates in internal and external training and professional development opportunities
- Recognizes and develops skills and abilities of other staff or students
- Applies new knowledge and skills acquired

Value all persons and seek to learn from their diverse experiences and perspectives

- Displays a spirit of cooperation, courtesy, adaptability, flexibility and inclusiveness
- Works with others to find solutions that produce results which create a positive and productive environment
- Encourages open sharing of information and ideas with fundamental respect for diversity
- Exhibits fairness, dignity and respect for others and their views
- Recognizes talents and accomplishments of others

Practice intellectual honesty and live with integrity

- Demonstrates consistency between words and actions
- Respects confidentiality
- Establishes and maintains high work standards and professional ethics
- Accepts accountability for meeting commitments
- Gives honest and respectful feedback

Serve as stewards of the traditions and resources of Colorado College

- Acts in the best interest of Colorado College and the community
- Looks for and implements innovations that benefit and advance the department and/or institution
- Uses the College's resources economically, controls expenditures and contributes to cost reduction ideas
- Effectively manages assets including people, technology, equipment, budget, time and space

Nurture a sense of place and an ethic of environmental sustainability

- Creates and maintains a welcoming environment conducive to working, living and learning

- Recognizes “total cost of ownership,” keeping work projects within both fiscal and human resources
- Assesses long-term impact of new projects or initiatives, avoiding major surprises, and anticipating roadblocks
- Respects environmental resources in daily practices, limiting waste, recycling where possible, and minimizing utilities use

Encourage engagement and social responsibility at local, nation and global level

- Supports the College’s commitment to diversity
- Is aware of public attitudes and concerns as they may relate to the College community
- Participates in campus and/or community service projects

Seek excellence, consistently assessing our policies and programs

- Questions the “way we’ve always done it” and takes prudent risks that can lead to performance and process improvements
- Creatively and innovatively contributes to organizational and individual objectives
- Receptive to new ideas and adaptable to new situations – willing to explore different options
- Seeks and acts on opportunities to improve, streamline and re-invent work processes
- Helps other to overcome resistance to change

Part II – Core Competencies

Following is a list of examples for the core competencies. Please note that these examples are not designed to be all-inclusive. The employee and/or supervisor may have other examples that indicate proficiency in a particular competency. Please document other examples that are appropriate to the position being reviewed in the space provided for comments.

Communication (Oral and Written) – Effectively communicates with internal and external constituencies to anticipate problems and ensure effectiveness.

- Demonstrates good listening skills
- Expresses ideas in a manner that will be clearly understood
- Communicates to ensure others are informed and current, as appropriate
- Written communication uses proper grammar, punctuation, and spelling
- Provides and accepts constructive feedback

Accountability – Demonstrates responsible personal and professional conduct which contributes to the overall goals and objectives of the college.

- Complies with department standards for requesting leave
- Accepts schedule changes and responds to special situations
- Uses and maintains all resources effectively and efficiently
- Accepts personal responsibility for decisions and actions

- Follows accepted work schedule and makes good use of available time

Initiative/Problem Solving – Evaluates tasks and problems, and selects appropriate courses of action.

- Develops and communicates creative ideas and processes
- Recommends and/or implements solutions rather than merely identifying problems
- Looks for ways to simplify procedures
- Obtains facts, analyzes situations, and makes appropriate decisions independently (within scope of position)

Safety – Fosters and sustains a protective culture for safety, health and the environment.

- Understands SH&E risks in the workplace and seeks to control those risks
- Ensures SH&E protection procedures are current and applicable, and follows them
- Reports accidents; unsafe, unhealthy and environmentally harmful situations, and seeks to make improvements
- Understands SH&E risks of the workplace and seeks to control those risks

Productivity/Planning – Practices thoroughness, accuracy, dependability, and organizational skills.

- Serves as a resource to colleagues
- Consistently produces work that is complete, accurate, and timely; shows attention to detail
- Volunteers for or willingly accepts additional assignments
- Demonstrates flexibility/adaptability within the work environment
- Planning is thorough, clear, and logical; establishes and manages work priorities effectively

Working Relationships – Works effectively with colleagues.

- Recognizes and appreciates the contributions of others
- Contributes to maintaining positive morale and motivation
- Encourages collaboration and contributes to the development, cohesion, and productivity of the department
- Displays a positive attitude and cooperation towards work and maintains a good rapport with all staff, students, and the public
- Relates effectively with co-workers, supervisor(s) and others; manages conflict with tact and diplomacy to achieve acceptable resolution

Customer Service – Works effectively with all constituents to satisfy service expectations.

- Follows up with customers as appropriate
- Provides prompt and friendly service to internal and external customers

- Acknowledges customers' concerns; seeks to understand and is responsive to their needs
- Goes the extra mile; constantly challenges self to meet customers' expectations

Leadership – Guides others, whether working in a group or individual setting.

- Creates a professional work climate that stimulates new ideas
- Motivates and leads others through teamwork
- Communicates confidence and trust in capabilities, commitment, and skills of others
- Supports and communicates organizational changes and adjusts practices as needed
- Takes a lead role in projects and activities as appropriate

Part III – Job Specific Competencies

Following is a list of examples for the job-specific competencies. Please note that these examples are not designed to be all-inclusive. The employee and/or supervisor may have other examples that indicate proficiency in a particular competency. Please document other examples that are appropriate to the position being reviewed in the space provided for comments.

Job Knowledge – Skilled in job specific knowledge necessary to provide the appropriate quantity and quality of work in an efficient manner.

- Meets deadlines in completing work assignments
- Knows and follows applicable policies and procedures
- Uses work related equipment, tools, and technology effectively
- Participates in training and professional development opportunities and applies knowledge and skills learned
- Demonstrates the necessary knowledge, skills, and abilities to complete work assignments

Strategic Decision Making – Acts on and makes timely decisions with business and strategic direction.

- Understands and anticipates internal and external client needs
- Assembles and evaluates relevant information to make appropriate recommendations
- Develops alternatives or takes actions consistent with College goals
- Has broad knowledge and perspective; can create competitive and breakthrough strategies and plans
- Looks toward the broadest possible view of an issue/challenge; thinks globally

Budget and Resource Management – Manages the college's financial resources wisely.

- Understands and anticipates budgetary issues

- Plans and executes yearly budgets accurately
- Demonstrates sound fiscal management
- Looks to save college resources when possible and suggests alternatives to spending

Management of People – Effectively nurtures and develops employees through coaching, training and leading by example.

- Plans and delegates work; effectively accomplishes work through others
- Coaches and inspires staff to perform at high levels; encourages innovation
- Encourages employees to develop necessary skills and promotes professional development opportunities
- Communicates performance standards, expectations, and ongoing feedback, and constructively addresses performance concerns
- Creates a work environment that supports employee contributions to the College; fosters excellence in team performance and customer service
- Ensures fair and effective personnel practices in recruitment, employee relations, compensation and classification, and separation activities